

MR. COFF



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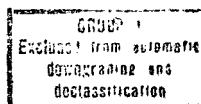
DD/S 71-4474

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Planning for the On-Going Historical Program

REFERENCE : Memo to Deputy Directors fr Ex Dir-Compt dtd 1 Oct 71,
subject: Completion of the Catching-Up Phase and Start
of the On-Going Phase of the CIA Historical Program

1. This memorandum is for information only.
2. The catching-up phase of the Support Directorate Historical Program is expected to be substantially completed on schedule. There will be some individual histories and monograms which will spill over into the first quarter of calendar year 1972. Detailed status reports have been furnished to the Chief, Historical Staff.
3. We have learned from our experience with the catching-up phase that planning an historical program and progressing with it in an orderly and systematic way is nearly impossible when we have to rely on people who are about to retire and people who are assigned to write history in addition to their other duties. With a few notable exceptions, reliance upon contract annuitants has many of the same problems and frustrations. Impetus and sustained effort varies not only in relation to the numbers and availability of writers but to their interest, competence as researchers and writers, and the interest and support given to the program personally by the heads of components about which history is being written. The purpose of history, its importance and utility tend to become obscured and lost in the haze of frustration which arises from being charged with the responsibility and not having the resources to meet it.
4. We estimate very roughly that a minimum of 26 man-years of professional time has been used since September 1969 in the catching-up phase of the Historical Program. Assuming the average professional grade to have been about GS-12, which is probably low, the program would have cost nearly \$400,000. A great deal of motion is lost and time wasted inevitably because

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the people assigned to the program have never done anything like it before; they are not experienced researchers; they are not practiced writers; their tenure is rarely what it was expected to be when they were given the assignment; continuity is non-existent; a great deal of the research and preliminary work has to be done more than once because of the lack of continuity; and the editorial and rewrite process has been complicated by having more than one author involved in the preparation of a particular history.

5. If we are going to have an on-going historical program presumably it will continue through the life of the Agency. That being the case, it would be desirable to give the program its proper place in the Agency's priorities and allocate to it professional historians. Preferably professional historians would be assigned to the Agency Historical Staff and charged with responsibility for sustaining the on-going historical program in the several components of each of the Directorates. Estimates of the number of professional historians required to sustain an on-going program in the Support Directorate vary. Professional historians suggest one number while components suspecting that they will be called upon to sacrifice the positions suggest an entirely different and significantly lower number. The number needed to maintain an adequate program probably lies somewhere between. In any case, I don't see that a full-time historical officer will be required in any one of the Support Offices to adequately maintain the on-going historical program. We estimate that a separate stable of perhaps three professional historians in addition to the Support Services Historical Officer presently assigned to the Historical Staff could satisfy our requirements. Without such a stable the Historical Program will necessarily be relegated to something less than a part-time job for at least one officer in each of the Support components. In the long run this may be considerably more extravagant than having three full-time professional historians. If it is necessary to take positions away from the Support Directorate in order to accommodate a professional staff, however, I feel we have no alternative but to recommend that the on-going program be maintained by officers in addition to their other duties if, as, and when they can make the time available to work on history.

6. An outline of topics to be covered in the on-going Historical Program is attached.

John W. Coffey
Deputy Director
for Support

Attachment

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**Topics To Be Covered In The Support Directorate
On-Going Historical Program -- FY 1972-1976**

Office of Communications

Role of Communications in Crisis Situations from 1966 On
Training Developments
Technological Advances
Overview of Communications 1966 On

Office of Finance

Update the Office of Finance Overview History from 1966 Onward

Office of Logistics

**Update Logistical Support of Southeast Asia Operations including most
aspects of major ordnance programs during FY 1972-1973**

**Update the Overview of the Office of Logistics to include management
concepts and technology developments during FY 1975-1976**

Update of Real Estate and Construction during FY 1975-1976

Office of Medical Services

Update the Overview of the Office of Medical Services

Office of Personnel

**Review the Role of the Office of Personnel in Manpower Planning and
Control during FY 1973**

**Review the Agency's Adherence to Career Service Concepts as the
Foundation for Personnel Management Operations during FY 1974**

**Review Trends in the Makeup of the Agency's Work Force and the
Influence of Various Groups on the Personnel Management Posture
of the Agency as a Whole during FY 1975**

**Review the Influence on Agency Personnel Management of Such Groups
as the Travel Policy Committee, the Administrative Procedures
Committee, and the Management Advisory Group during FY 1976**

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Update the Office of Personnel History in Terms of any Significant Developments in Such Areas as Recruitment, Placement, Retirement, Employee Benefits, and the Role of Minority Groups

Office of Security

Update Current Office of Security Histories from 1968 Onward

Office of Training

History of the Support School

External Training

The Language Development Program

Update the Office of Training History According to the Subjects of Existing Volumes

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21-4407
OC-M-71-721

14 JAN 1972

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MEMORANDUM FOR:

SUBJECT : Proposed Historical Program for Office
of Communications, Fiscal 1972-76

1. We believe that the research proposed by the Support Services Historical Officer (SSHO) for this Office during the FY-1972-76 period covers very well the activities of OC. It is suggested that there be four subjects as follows:

- a. Role of Communications in Crisis Situations from 1966 On
- b. Training Developments
- c. Technological Advances
- d. Overview of Communications (1966 Onwards)

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2. recommends that a full time historian be assigned to OC. We are concerned at the level of effort which this implies. We have no one we can spare from other duties on a full time basis. In the event that the job falls to our people however, we intend to utilize Office of Communications personnel to the equivalent of a man year in support of the foregoing historical effort.

Historical Officer, OC

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2 November 1971

MEMORANDUM FOR: Chairman, Support Services
Historical Board

SUBJECT : On-Going Phase of the Historical
Program

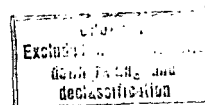
1. This will serve to confirm information conveyed verbally at your meeting on 28 October 1971 on the Office of Finance plans for the on-going historical program. Specifically, we plan to schedule at an appropriate future date only a single project consisting of an overview which would update the Office of Finance history for the post-1966 period.

2. As you know, the final draft of the Office of Finance history through 1966 is now being typed. The manuscript has been reviewed with the Support Services Historical Offices (SSHO) and the draft now being typed incorporates his suggested revisions. We hope to have the draft completed and reviewed by senior Office of Finance officials before the end of the year.

3. In addition to the basic history and subsequent overview(s), this Office will be alert to pertinent subject areas which lend themselves to separate presentation as individual historical monographs. Both you and the SSHO will be advised if and when such subject areas are identified and scheduled as specific projects. We do not wish to include any such project in the present plan for the on-going historical program.

Executive Officer
Office of Finance

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3 November 1971

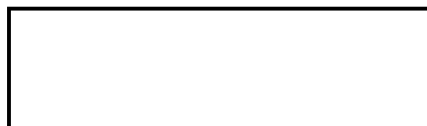
MEMORANDUM FOR: Chairman, Support Services Historical Board

SUBJECT : Topic Outline for FY 1972-76 Historical Program

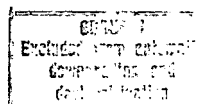
As requested at our meeting 28 October, following is the outline of topics the Office of Medical Services would prefer to pursue in FY 1972-76 in its historical program:

- a. Complete "Catching up" phase
- b. Overview (update)

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Executive Officer
Office of Medical Services



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DD/S71-4246

2 November 1971

MEMORANDUM FOR: Chairman, Support Services Historical Board

SUBJECT : Planning for the On-Going Phase of the Historical Program

REFERENCE : Your Memo, Same Subj, to Members of Support Services Historical Board

1. This is in response to your referent request for a plan of the On-Going Historical Program in the Office of Personnel and suggestions concerning management of the on-going phase of the Support Services Program.

2. In the latter case we agree with the recommendation of the SSHO and the consensus expressed by members of the Support Services Historical Board on 28 October. The On-Going Support Services Program should be run by professional historians assigned to the Historical Staff under the supervision of the SSHO. However, as we see the On-Going OP History Program, the suggested allocation of one such historian full time appears a bit generous. On the other hand we recognize that unforeseen events could produce the need for a full-time historian on the OP Program.

3. In trying to forecast areas for historical research and production during FY 72-FY 76, we are reminded by our own history that unforeseen events are as likely to influence the course of personnel operations as are any current plans. With this in mind it seems that the on-going program will probably be directed toward the following areas as scheduled:

a. During the balance of FY 72, complete the catching-up phase by finishing the Placement, Credit Union, Insurance Branch, Honor and Merit Awards, and MIA Histories. During the same period, ensure that the OP records management program is modified as necessary to provide for the continuous identification by OP components of records of historical significance.

b. Review the role of the Office of Personnel in manpower planning and control (target for completion during FY 73).

c. Review the Agency's adherence to career service concepts as the foundation for personnel management operations (target

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for completion during FY 74).

d. Review trends in the makeup of the Agency's work force and the influence of various groups on the personnel management posture of the Agency as a whole (target for completion during FY 75).

e. Review the influence on Agency personnel management of such groups as the Travel Policy Committee, the Administrative Procedures Committee, and the Management Advisory Group (target for completion during FY 76).

4. In addition to the above, we plan to update OP history in terms of any significant developments in such areas as recruitment, placement, retirement, employee benefits, and the role of minority groups which occur during the administrations of successive Directors of Personnel in the years ahead.



Historical Officer
Office of Personnel

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29 October 1971

MEMORANDUM FOR: Chairman, Support Services
Historical Board

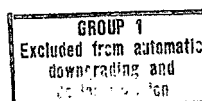
SUBJECT : Planning for the On-Going Phase
of the Historical Program

REFERENCE : DDS 71-4009, 19 October 1971,
same subject

1. This is in response to your request that the undersigned suggest a format for the "on-going" Office of Security (OS) historical program. You will recall that at the 28 October meeting of the DDS Historical Board, the OS representative stated that his office preferred that OS histories be prepared by personnel working under the direct supervision of the Director of Security. No other DDS office expressed this preference. The reasons for this preference are stated at the conclusion of this memorandum.

2. The Office of Security is prepared to designate its Deputy Chief, Executive and Planning Division, as the "on-going" OS Historical Officer. The present OS Historical Officer, who was detached from all other work to complete the "catching-up" phase, would be returned to other duties. The Deputy Chief, E&PD would supervise an OS historical program including the following which are listed in order of priority:

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a. Develop a program to find management applications for prepared OS histories. (Prepared histories left on a shelf to gather dust serve no practical purpose. The undersigned, for example would hope that his volume on Technical Security - audio-surveillance countermeasures - would be of some value to the Chairman, USIB/Technical Surveillance Countermeasures Committee).

b. In coordination with the OS Records Management Officer, and with other outside OS assistance, develop a program to reconcile existing OS records maintenance to future history writing efforts.

c. Continue to earmark OS documentation for a FY 1975 sequel to the current OS history through 1968; beginning with the premise that the format of volumes would be divided as the current series is divided: Overview; Personnel Security; Physical Security; Operational Support; Field Offices; Technical Security; Overseas Security Support; Compartmented Intelligence Security Practices; and Polygraph. Subsequent examination may conclude that some modification to the format would be more desirable.

d. Continue to review the status of OS programs to determine if additional historical analogues are necessary. The undersigned suggests, for example, that consideration be given in 1972 to preparing a volume on the history of the USIB/Security Committee.

3. The Deputy Chief, E&PD would be provided with additional assistance from available OS personnel assets at such times as historical volumes are being written. Use of contractor assistance would be resorted to only if there were no other

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practical alternative. The OS Historical Officer would continue to work closely with the CIA Historical Staff.

4. The reasons why the Office of Security prefers to write its own histories are as follows:

a. The Director of Security is convinced that more useful histories (useful as a management tool) can be written by personnel who are schooled and experienced in the security profession.

b. The writing of good OS histories requires access to records, sensitive as they relate to the personal reputations of individuals, and sensitive as they relate to a rather significant [redacted] organization. At a minimum, the Director of Security would insist that any non-security careerist charged with writing OS history, work through a single individual to be designated by him in order to insure the integrity of these records.

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[redacted]
Office of Security
Historical Officer

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71-4386

12 November 1971

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MEMORANDUM FOR: [] Chairman,
Support Services Historical Board

SUBJECT : Proposed Historical Program for
OTR FYs 1972 - 1976

REFERENCE : Undated Memo for Proposed Historical
Program for Support Services - FY
72 - 76 to You from []

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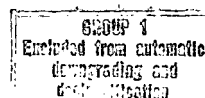
1. This memorandum is in response to your request for subjects of historical studies to be undertaken for the Office of Training during FY 72-76. Three studies are recommended:

a. Support School. The School was established in February 1966 though its beginnings are traceable in other OTR schools. This study should be developed as a separate monograph, Volume VII, of the basic OTR papers.

b. External Training. Training at non-CIA facilities has been an on-going responsibility of OTR since the beginnings of the Office. This study, also a separate monograph, would be OTR-13.

c. Language Development Program. The beginnings of this Program are contained in Volume V of the Language and Area School. Rather than continuing the history of the Program within the text of the Language School, the LDP should be developed as a separate study, with its early history as described in Volume V used as background.

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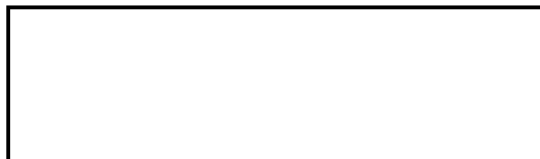
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2. As you know, OTR's historical studies have been carried through the tenure [redacted] which ended in December 1965. I recommend that the suggested study, now titled the "Richardson Administration," not be revised as such but that the history of OTR after January 1966 be recorded according to the subjects of existing volumes and the three studies named above.

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3. Please call me if further details are required; the extension is



Executive Assistant
Office of Training

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29 October 1971

MEMORANDUM FOR THE RECORD

SUBJECT: On-Going Historical Program

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1. The Support Services Historical Board met on 28 October 1971 to discuss the approach the Support Directorate should take to sustaining an on-going historical program. Present were [redacted] Office of Logistics;

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[redacted] Office of Medical Services; [redacted] Office of Personnel;

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[redacted] Office of Finance; [redacted] Office of Training; [redacted]

Office of Security; [redacted] Office of Communications; and [redacted]

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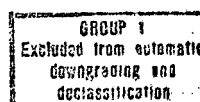
Support Services Historical Officer.

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2. I described the purpose of the meeting as being to develop a response to the memorandum the Executive Director-Comptroller had addressed to the Deputies 1 October 1971 (DD/S 71-3838). We are expected not only to present an outline and a schedule for its completion but plan the resources that will be made available to write the histories.

3. There was general agreement that the various methods of allocating resources to write histories during the catching-up phase was unsatisfactory. The use of unqualified historians; the assignment of history as an additional duty; the assignment of people a short time before their retirement; and the use of contract annuitants are all unsatisfactory methods. They are time consuming, costly, and frequently result in unsatisfactory products which have to be redone. The group agreed that the on-going history program should be sustained by assigning professional historians to the Agency Historical Staff and making them responsible for the research and writing of histories. The Security member said that he and the Director of Security felt that histories relating to functions which are the responsibility of the Office of Security could best be done by Security careerists. There was some discussion of this point with the majority view seeming to support the notion that the most objective and professional quality history could be written by professional historians who are full time staff employees of the Agency.

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4. In discussing the approach to the on-going program the idea was offered that documents which have historical significance should be identified day to day from current operations with copies of them diverted to a special historical file. Such a file would then become the primary research source for the historical writer. Two or three of those present felt this was a good idea. I agreed that it might have utility but tried to make the point that historians should not superimpose new record-keeping systems upon already existing records management procedures. Acknowledging that most records management programs now are inadequate to cope with the requirements of historical programs I said that what was being suggested is, or is supposed to be, already included in our records management system. That system is supposed to provide for the identification of documents for permanent retention in the Archives and if that were done it would be unnecessary to divert copies into a historical file as suggested. I attempted to make the point that Archives are the research source for historians and that documents selected for permanent retention should be selected in the normal course of developing records schedules. I encouraged all of those present several times to commence working very closely with the records management people in their own offices and the Records Administration Branch of the Support Services Staff to ensure that we modify or develop records systems designed to serve the requirements of all Agency users to the maximum possible extent.

5. The meeting concluded with the agreement that the Security representative would discuss the philosophy and approach to the on-going Historical Program internally again; that the others would furnish me with their proposed outlines or confirmation that what I have already is acceptable to them by 5 November; that the DD/S position should be that assignment of full-time professional historians to the Agency Historical Staff would represent the best approach to maintaining an on-going historical program.

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Chairman, Support Services Historical Board

cc: Each attendee
C/SSS

Distribution:

Orig - DD/S Subject
1 - DD/S Chrono
1 - SOS Chrono
1 - RHW file

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29 October 1971

MEMORANDUM FOR THE RECORD

SUBJECT : Meeting of DDS Historical Board: On Going Program,
FY '72 - FY '76

1. A meeting of the DDS Historical Board was held at 1400 hours in the DDS Conference Room on 28 October 1971. The meeting was chaired by [redacted] and the following were in attendance:

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<u>Component Historical Officers</u>	<u>Others</u>
[redacted]	

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2. The basis for the discussion of the on-going program was [redacted] memorandum of 19 October 1971 to members of the Support Services Historical Board and the SSHO's memorandum for Chief, Historical Staff on the FY '72-FY '76 program (memo was undated, but of 19 October 1971).

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3. [redacted] began the meeting by asking for comments regarding the on-going program -- all in attendance agreed that Col. White's memorandum of 1 October 1971 to the DDS made clear that there would be an on-going effort -- from each office representative. The gist of these comments follows:

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a. [redacted] noted that the catching-up phase of the historical program had been a painful and costly experience for OL, noting that the use of staff personnel as writers had a detrimental effect on various OL operations. He said that OL favored the idea of having a professional historian responsible for writing the office's histories, but he doubted that the services of an historian could be justified on a full time basis.

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[redacted] noted that he did speak for OL management and submitted a suggested program for the FY '72 - FY '76 period to [redacted] noting that it represented a combination of studies originating in OL with those suggested by the SSHO. Of five projects OL was suggesting, two would be as contributions to overall Support studies (see Attachment A). [redacted] also reported that OL would not volunteer a slot for an historian.

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b. [] stated that the OMS was strongly in favor of having professional historial help, pointing out that the catching-up phase in OMS was lagging because staff personnel were unable to keep up with their current medical responsibilities and also write history. He also noted that although OMS had not yet drafted an on-going program, it was obvious that the catching up phase would have to be the first OMS task. He said that OMS agreed to the SSHO recommendation for updating the overview of the office in FY '76, but had some other suggestions which would be submitted to [] in lieu of the SSHO's proposal for a study of Stress and Agency Employment.

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c. [] also supported the proposal for using professional historians to write the office history. [] noted that there would be less excuse in an on-going program for relying on near-retirement types than there had been in the catching-up phase. Because Mr. Fisher has not had time to discuss the on-going program, [] had no specific recommendations at this time; but he did note that the SSHO's suggestions appeared reasonable.

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d. [] reported that about all that OF could agree to at this point for the on-going effort was the SSHO's suggested updating of the overview. He did point out, however, that there was an awareness in OF of the possibility of various monographs which might or might not lend themselves to formal historical publication. [] also noted that there were various broader areas of Support history to which OF could make a contribution -- the SIPS program, for example.

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[] gave strong support to the use of a professional historian, but he doubted that such an individual could be economically employed in OF on a half time basis. He also noted that OF was not in favor of coughing up a slot for the historical effort. Dave did make a strong point of the economy and efficiency which would be gained by using trained historians to write the Support histories -- this point being made in discussion of an OS opinion that, in OS at least, only a specialist in the field could write a proper history.

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e. [] as noted above, said that the OS favored continuation of the same procedures used in the catching-up phase for doing its on-going program, namely the use of staff personnel from OS. [] noted that one of his responsibilities as historical officer was to develop and organize a program insuring the collection of historical documents and he thought that this would make life easier for the next writer.

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f. [] reported that his office had not yet been able to discuss the on-going program in detail, but [] had given strong support to the historical effort in the past and probably would continue to do so in the future. He noted that among the ideas being discussed in OC, one project concerned satellite communications activities. [] said he thought that OC might prefer to continue to use staff or contract personnel in its historical effort rather than to make use of professional historians.

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g. [] had been called on at the last minute to sit in on the meeting of the Historical Board, and he simply stated that he would resport the substance of the meeting to []

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h. [] made two points in response to comments of the various historical officers: He stated that he believed that there was more work for a trained historian to do -- assuming assignment to a given component -- than the historical officers were conceding. He stressed that the historian would be concerned not only with work on a specific scheduled project, but also would be concerned about organizing materials for histories as yet unscheduled. The second point he made was that the trained historian would prove a more economical investment than a staff employee (untrained in history) as a writer.

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4. In reviewing the comments of the group, [] stressed that component historical efforts should be aware of Agency records management programs; and he said that historical officers should work very closely with their records officers to insure identification of archival material necessary to an on-going historical effort.

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5. [] requested that each of the offices plan to submit its suggestions for an on-going program to him next week (1-5 November) so that these can be incorporated into a memo from Mr. Coffey to Col. White.

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6. In discussing the proposed memo from the DDS to the ExDir-Comp, [] and the SSHO :

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a. Agreed that the DDS should propose that the bulk of the Directorate's on-going historical program be carried out with professional historians.

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b. Agreed that the Historical Staff be authorized to employ three additional historians to work on the DDS program. If possible, these bodies should be acquired internally; but if no qualified professionals can be found in-house, then Chief, Historical Staff should be granted authority to hire from the outside. The economy and efficiency of this procedure in contrast to the system used in catching-up should be stressed.

c. Agreed that if the DDS was unwilling to give up three slots and if the ExDir-Comp was unwilling to authorize an increment to the Historical Staff without such DDS slots, then the on-going historical effort would probably take the same form as the catching up phase.

7. The SSHO was very pleased with the many favorable comments volunteered about the value of his and the Historical Staff's assistance to component research and writing efforts.



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Support Services Historical
Officer

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ATTACHMENT A

Office of Logistics
Tentative Five Year Plan
General Historical Topics
FY 1972 thru FY 1976

1. FY 1972-1973

Update Logistical Support of Southeast Asia Operations. This would also include most aspects of our major ordnance programs as suggested [redacted] Re-evaluate on an annual basis thru FY 1976 to determine the frequency of future updating.

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2. FY 1975-1976

Update the Overview of the Office of Logistics to include management concepts and technology developments. An annual review will be made to determine whether any significant technology contributions are worthy of a monograph. (Logistics - FY 1971-FY 1975)

3. FY 1975-1976

Update of Real Estate and Construction.

S/S
Concurrence 4. FY 1975

The Development and Implementation of the Automated Material Resources System. Individual monographs or specific sub-systems where appropriate.

5. FY 1974

Contribute Logistical Input to the DD/S History of the Phase-down [redacted]

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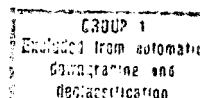
DD/S 71-4009

19 OCT 1971

MEMORANDUM FOR: Members, Support Services Historical Board

SUBJECT : Planning for the On-Going Phase of the Historical Program

1. The Executive Director-Comptroller has addressed a memorandum to the Deputy Directors asking that a plan and program be developed for the on-going phase of the Agency Historical Program. A copy of that memorandum is attached for your information and guidance.
2. We are being asked to develop a five-year plan which will identify new subjects to be covered; completed histories to be updated; and incomplete histories which should be finished in the immediately on-going period, deferred to a later time, or removed from the program. Subjects should be identified, if there are any, from the early history of the Agency which may have been overlooked or otherwise not covered during the catching-up phase. Priorities should be established for each subject identified and time frames should be set for the commencement and completion of each subject. Some additional guidance can be gleaned from the Executive Director-Comptroller's memorandum.
3. You will note that paragraphs 4 and 5 of the Executive Director-Comptroller's memorandum discuss the selection and assignment of personnel to write histories. Your planning should include estimates of the number of people required to sustain your plans for the on-going program and should express the position of your office with respect to the feasibility and practicality of making them available. I am also attaching a copy of a memorandum I addressed to the Chief, Historical Staff on 16 September 1971 commenting about his preliminary request to me for suggestions about the on-going program. The views expressed in that memorandum are my own. I would like now to have the views of your Office Directors which can be consolidated into a position for the Deputy Director for Support to take in responding to the Executive Director-Comptroller. I would also appreciate receiving your suggestions about how the on-going Historical Program should be managed in the Directorate and the Agency in the future.

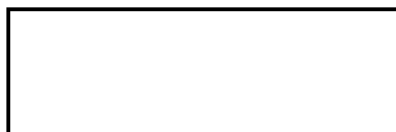
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4. [] Support Services Historical Officer, addressed a memorandum to me on 8 September 1971 offering some suggestions about how the program might be structured and staffed in the Support Directorate. A copy of that memorandum is also attached for your information and discussion. I would like to meet with you in the DD/S Conference Room at 10 o'clock on 29 October 1971 to discuss the on-going program and the presentation we will ask the DD/S to make. We can have such a discussion meaningfully only if you are prepared to represent your Office Directors in discussing the overall plan and staffing. We can meet earlier if you think it would be useful.

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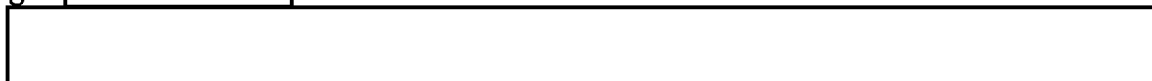


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Chairman, Support Services Historical Board

Attachments

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DD/S 71-3838

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Executive Registry

71-4915

1 October 1971

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
✓Deputy Director for Support

SUBJECT : Completion of the Catching Up Phase and
Start of the Ongoing Phase of the CIA
Historical Program

1. The Agency deadline for the completion of the catching up phase of the CIA Historical Program, 31 December 1971, is almost at hand. I have just reviewed the program to see where we are at present and what the prospects are for completing it by the end of December. From my review it is apparent that we are progressing neither as rapidly as I had hoped nor as rapidly as necessary to complete the catching up within the time set. Nevertheless, I feel that if we make a determined effort in the next three months, we can substantially complete the program in three of the directorates and make a good showing in the fourth.

2. To achieve this objective in the little time remaining may I request that you have your people activate projects that are still dormant, get on with their research and writing, bring their unfinished drafts to completion and review and revise them, and proceed with dispatch to the final typing of approved drafts. I ask for a concerted attack all along the line, at all stages of the production of histories, to bring the completion of the catching up phase as near realization as possible.

3. The present phase of the CIA Historical Program will be followed next January by the ongoing program. Planning for this program has already begun. Chairmen and members of historical boards, historical officers of the directorates and their components, and members

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of the CIA Historical Staff have been asked for suggestions on the nature and content of the program and on specific projects. The program will then be assembled by the Historical Staff. Directorate programs will be approved by the chairman and members of the historical board of each directorate and by the Chief, CIA Historical Staff. Approval of the program as a whole will be given by the Executive Director-Comptroller.

4. The ongoing program will be smaller and more selective than the current one, with histories assigned for completion on a priority basis, by fiscal years, beginning with FY 1972. Writers are to be designated who are qualified to produce good histories within a reasonable time. Insofar as possible, they are to be on a full-time basis with the program while working on a history. As in the catching up phase, ~~writers are to be under the~~ guidance and direction of the Historical Staff for their research and writing. Much closer rapport is planned to complete better histories in less time.

5. It is realized that it is not easy to plan and carry out a continuing program with the cuts in personnel now in effect and those to come. Experience has shown that a smaller number of Agency personnel who are carefully selected and permitted to devote their entire time to research and writing can do the job more effectively than a larger number, many of whom are not interested and have been assigned to write a history in addition to their regular duties. In selecting writers, consideration might well be given to younger but experienced Agency people. When more senior personnel are selected, they should be assigned to projects which they can complete before retirement. Independent contractors should be considered only when there is no other alternative.

6. In planning your part of the program, I would like you to emphasize that the overall and component histories should be purposeful and focus on significant subjects and problems. The goals should be to establish, consolidate, and evaluate the record in such a way as to contribute to the effective management and operation of the Agency. It is important that proposals be reviewed to insure that resources allocated to the program are devoted to the production of histories that have high utility.

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7. All of the individual histories of the ongoing program are not intended to be completed at the same time, but should be spaced according to need, urgency, and availability of personnel. In assigning priorities, consideration should be given to the desirability of undertaking and completing histories on new subjects before updating histories which have only recently been finished. Any project in the catching up period which has not been completed by the end of 1971 should be re-examined to determine whether it should be finished in the immediately ongoing period, deferred to a later time, or removed from the program. The ongoing program may also be used to fill important gaps in the earlier history of the Agency. In your planning indicate what you believe should be done in the next five years (through FY 1976) and show more specifically what you propose to do for the balance of FY 1972 and FY 1973. Your strong support is requested for completing the catching up phase and for the planning and initiation of the ongoing program.

L. K. White

L. K. White
Executive Director-Comptroller

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DD/S 71-3620


16 SEP 1971

MEMORANDUM FOR: Chief, Historical Staff

SUBJECT : "On-Going" Historical Program

1. When we met last week you asked that I give you some idea of the Support Directorate's plans for proceeding with the "on-going" Historical Program. Our preoccupation has been with trying to marshal and retain enough interested and competent resources to meet the 31 December deadline for completing the "catching-up" phase. I had hoped that we would be receiving some Agency guidance about continuing the Historical Program after 31 December before being asked to consider plans for an "on-going" program. Frankly, I don't see how we can develop any meaningful or realistic plans without having such guidance.
2. Our experience with the "catching-up" phase where we have been using contract annuitants in limited numbers, people who are about to retire, and a few people who have been assigned to history in addition to their other duties has proven the impracticability of attempting to plan progress in any kind of orderly program under these circumstances. Writing history as an additional duty is simply non-productive. Reliance upon people who are about to retire has proven impractical. If prospective retirees have any significant time remaining with the Agency their assignment to the Historical Program becomes nothing more than a part-time duty. Regardless of how well-intentioned parties interested in such assignments may be, the fact is that people who have the credentials to do a creditable job of research and writing continue to be valuable to their components and they never seem to become completely free to concentrate on history. The number of prospective retirees who may be interested and capable of researching and writing histories is unpredictable even among those who may be made available. Many of the same considerations apply to contract annuitants and this combination does not seem to offer a very solid foundation for planning and building a continuing historical program.

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3. We estimate very roughly that a minimum of 26 man-years of professional time has been used since September 1969 in the "catching-up" phase of the Historical Program. Assuming the average professional grade to have been about GS-12, which is probably low, the program would have cost nearly \$400,000. A great deal of motion is lost and time wasted inevitably because the people assigned to the program have never done anything like it before; they are not experienced researchers; they are not practiced writers; their tenure is rarely what it was expected to be when they were given the assignment; continuity is non-existent; a great deal of the research and preliminary work has had to be done over again more than once; and the editorial and rewrite process has been complicated by having more than one author involved in the preparation of a particular history.

4. If we are going to have an on-going historical program presumably it will continue through the life of the Agency. That being the case, the program should be given its proper place in the Agency's priorities and professional resources should be allocated to it accordingly. The program should be established and supported at the Agency level and given overall direction so that it can proceed in some orderly and systematic way. If this does not happen, it is difficult for me to see how we can expect realistically that the program will thrive in the face of the very serious personnel and budgetary constraints confronting all parts of the Agency.

5. The Support Services Historical Officer has suggested that four or five professional historians be assigned responsibility for the on-going historical effort in the Support Services. He suggests that the Offices of Logistics and Personnel each be assigned one full-time officer; that one officer divide his time equally between the Offices of Communications and Security; and that one officer divide his time equally among the Offices of Finance, Medical Services and Training. I cannot conceive that such a number of positions can be made available from any source in the foreseeable future. On the other hand, it would be feckless to attempt to sustain an historical program "in addition to other duties" in competition with the priorities that will remain after the current reductions have been accomplished. Your guidance is requested.

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Chairman, Support Services Historical Board

SOS/DD/S [redacted] bbt (16 Sep 71)

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8 September 1971

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MEMORANDUM FOR: [REDACTED], Chairman,
Support Services Historical Board

FROM : Support Services Historical Officer
(SSHO)

SUBJECT : "On-Going" Historical Program in the
Support Directorate

REFERENCE : Meeting on same subject with Chief
and Deputy Chief, Historical Staff,
2 September 1971.

BACKGROUND

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1. Since our meeting with [REDACTED]
on 2 September 1971, I have had a series of informal
discussions on the "on-going" program with the historical
officers of each of the DDS components (except in the
case of the Office of Communications where I met with
[REDACTED] who is thoroughly familiar with the
problems of producing history).

2. Because none of us have had an opportunity to
think too seriously about the specifics of an on-going
program, the focus of the discussion was on "how" the
program should be implemented -- for regardless of what
sort of program actually evolves the basic problems are
those of acquisition of documents and writing. Based
on these needs I asked each of my contacts the following
questions:

a. What is your reaction to the idea of having
a professional historian assigned from the Historical
Staff to your component to help formulate and supervise
the organization of the historical records which would
be useful to an on-going historical effort?

b. What is your reaction to having this same
historian be responsible for writing all (or most all)
of the subsequent history which relates to your Office?

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DISCUSSION

3. There was general agreement that the catching up aspect of the historical program in the DDS was inefficient, costly, and tended to create morale problems -- particularly as papers were found wanting by the Historical Staff and returned for serious revision.

4. Except for the Office of Security which has already taken some positive steps toward organizing its records for a continuing historical program, no real effort has yet been mounted with the future in mind. Various of the historical officers/writers have had some discussions on the subject with senior personnel in their components (Commo), or they plan (OTR) to make some specific recommendations regarding such needs. All of my contacts recognized the need to maintain the momentum which has been generated by the current phase of the program. Each of the individuals to whom I spoke agreed that the development and maintenance of specific historical files would be most effectively accomplished with the assistance and guidance of a trained historian.

5. Except for some portions of the history of the Office of Security -- areas of particular sensitivity -- the consensus was that a professional historian could and should be responsible for writing the on-going history of a given component or its activities.

a. It was recognized that the DDS did not have many individuals with the requisite talents for research and writing.

b. Warnings against the use of about-to-terminate career employees and contractors were the rule rather than the exception. While we have got very strong performances from [REDACTED] other contract employees have been considerably less effective. 25X1

c. Even where individuals have produced satisfactory histories for given components, these could have been done more efficiently by a trained historian.

d. Such technical problems as might be beyond the competence of an historian could easily be resolved between the historian and the technicians in a given component.

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6. Although I did not discuss it with the component representatives (since I hadn't yet calculated it), my estimate is that since September 1969 the catching up phase of the DDS program has taken a minimum of 26 man-years of professional time as follows:

Communications	- 2.0	Personnel	- 7.5
Finance	- 1.5	Security	- 6.0
Logistics	- 6.5	Training	- 2.0
Medical Services			
(to date)	- 0.5		

Assuming the average professional grade to have been about GS-12 (and this is probably low), this would indicate a cost of almost \$400,000.

RECOMMENDATIONS

7. That the DCI Historical Staff be augmented by four to five professional historians who would:

a. Be assigned exclusively to the tasks of identifying, acquiring, organizing, and maintaining the historical documentation necessary to an on-going historical effort in the components of the Support Services.

b. Be responsible for writing some, or all, of the histories determined to be necessary to the on-going record of given DDS components.

8. That the historical officers employed specifically for the DDS program be directly responsible to the SSHO and, as in other Government agencies the historical profession be given career status.

9. That the initial assignment of such historical officers, assuming a minimum of four such professionals being employed, be as follows:

- a. Office of Logistics - 1 full time officer
- b. Office of Personnel - 1 full time officer
- c. Office of Security - 1 officer, 1/2 time
- d. Office of Communications - 1 officer, 1/2 time

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- e. Office of Finance - 1 officer, 1/3 time
- f. Office of Training - 1 officer, 1/3 time
- g. Office of Medical Services - 1 officer,
1/3 time

(If a fifth officer were available, I would recommend that he be assigned full time to Communications, with Security and Finance then sharing an officer and Training and Medical Services sharing the other body.) Moreover the individuals to be employed should, if possible, be holders of Ph.D. degrees. Under no conditions should near-terminal staff employees be placed in such positions, nor should contract employees be considered for such positions. The grade structure should begin at the GS-12 - GS-13 level.

10. That considering the present methods of producing history in the DDS (see Par 6, above), the slots for historians could be taken from the various DDS components as necessary to meet the requirements outlined above and the costs to the Agency would be substantially lower (probably 50 percent lower on an annual basis) than for the present program.

11. That without too much forethought, the following schedule might be used as a basis for discussion of the on-going historical program in the DDS components:

a. Office of Communications -- update the overview of the Office for 1966-1970 in calendar 1974.

b. Office of Finance -- update the overview of the Office for 1967-1970 in calendar 1974.

c. Office of Logistics:

1) Supply for Southeast Asia be maintained on an annual basis (including procurement, real estate, and other logistics activities)

2) Update RECD in calendar 1975

3) Update supply-procurement stories in calendar 1974

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d. Office of Medical Services -- update overview of the Office in calendar 1975.

e. Office of Personnel:

1) Update recruitment, placement, retirement in calendar 1974

2) Update benefits and services in calendar 1975

3) Update special personnel problems -- military, contract, etc. -- in calendar 1976

f. Office of Security -- since this Office has "caught up" to 1968, update of overall security picture could be delayed until calendar 1975

g. Office of Training:

1) Update through Richardson administration
ASAP

2) Update post-Richardson in calendar 1975.

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